



MINISTRY OF  
MANPOWER

# WoW! Fund

Helping Businesses on the  
Work-Life Journey

# What will be covered

- Work-Life Strategy: Why it is a 'MUST HAVE'
- Work-Life Programme
- The WoW! Fund
- How to Apply for WoW! Fund
- Successful WoW! Fund Applicants
- Q & A

# Work-Life Strategy...

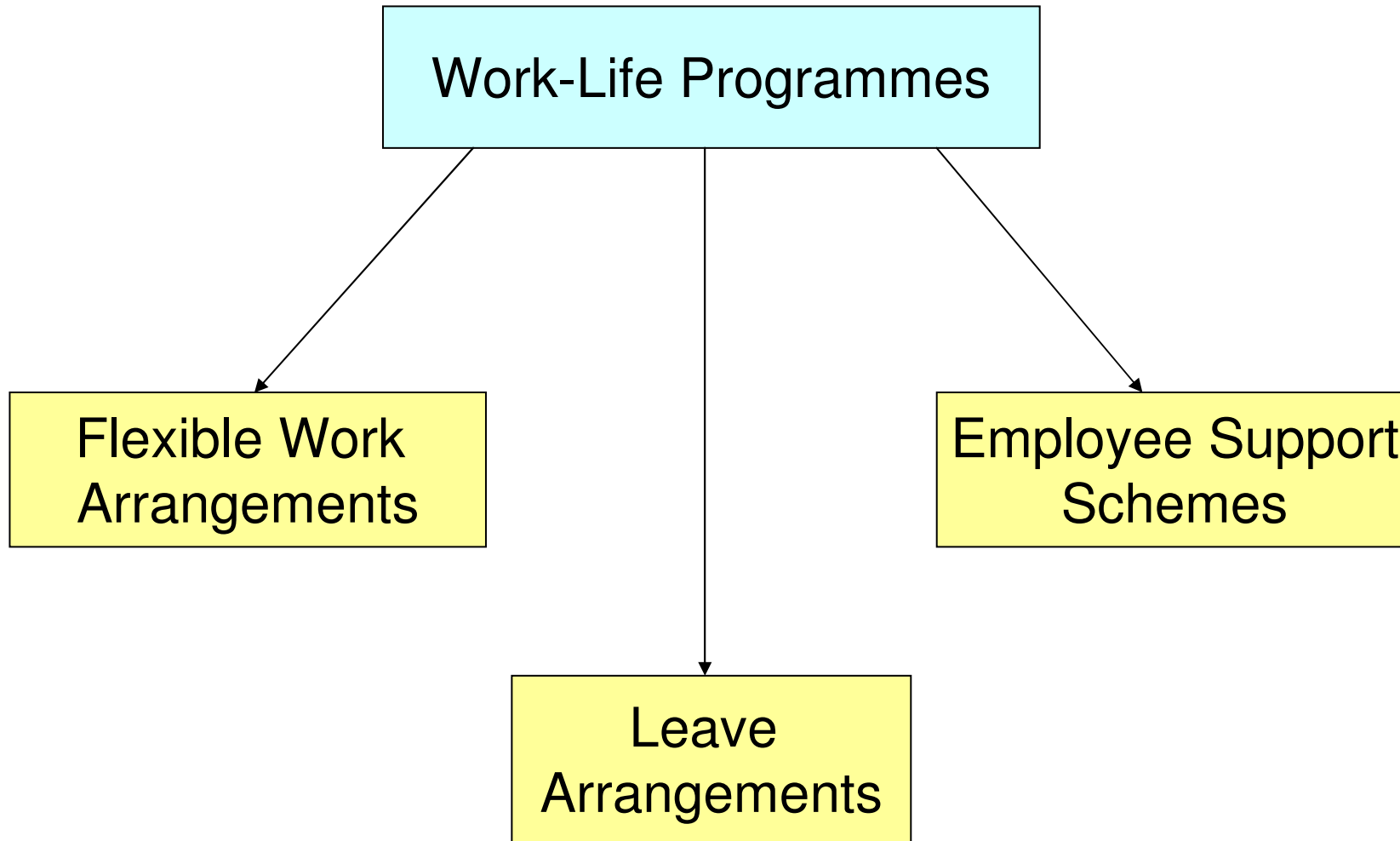
- creates a more supportive and flexible workplace
- helps employees manage work commitments alongside personal needs
- is not about welfare or working less
- is a **win-win business strategy** - aligns corporate and employee objectives

# Business Case for Work-Life Strategy

- improves talent attraction and retention
- improves employee engagement, job satisfaction, morale
- reduces costs related to turnover and absenteeism
- augments talent pool
- improves customer satisfaction
- brands company as Employer of Choice

# Business Case for Work-Life Strategy

- Study of 11 Singapore Family Friendly Employer Award-winning organizations (2003)
  - ROI of \$1.68 per dollar spent on work-life programmes
- Groundbreaking Work-Life causal model on Sakae Sushi (2005) (Study conducted by Nanyang Business School) – Work-Life programmes positively impact employee performance and customer satisfaction
- Flexible Work Arrangements ensure business continuity in crisis, disasters or prolonged disruption to business (e.g. SARs, H1N1).



# Flexible work arrangements

Programmes that allow your staff to work flexibly in contrast to standard 9-to-5 schedule, yet equally effective

- ✓ flexi-time (vary start-and end-times)
- ✓ flexi-place e.g. telecommuting
- ✓ part-time
- ✓ job sharing
- ✓ compressed work schedule



# Leave arrangements

Leave arrangements above statutory norms that help your employees deal with personal or family exigencies

- ✓ family care leave e.g. elder-care leave, childcare leave
- ✓ compassionate leave
- ✓ marriage leave
- ✓ paternity leave
- ✓ adoption leave
- ✓ study leave
- ✓ sabbatical leave



# Employee Support Schemes



Schemes that help your staff better manage both work and personal demands, so that they can perform better at work

- ✓ child/elder-care centre/subsidies
- ✓ family care information/referral
- ✓ social activities for singles/family members
- ✓ counseling services (employee assistance programmes)
- ✓ lactation/family care room
- ✓ family relocation/orientation
- ✓ time-saving services e.g. laundry pickup, internal postal or banking services

# The WoW! Fund *(Work-Life Works Fund)*

- Introduced in August 2004 to help companies kick start Work-Life implementation
  - ✓ It is **NOT** an IT Grant to improve work processes
  
- Objective: To facilitate the introduction of Work-Life initiatives at the workplace
  - ✓ Focused on flexible work arrangements (FWA)
  
- The first tranche of \$10 million fully committed in April 2007.
  - ✓ Additional \$10 million was introduced to help more companies kickstart Work-Life

# Eligibility

- All organizations can apply for the grant.
- Organizations operating as a group of closely related subsidiaries should submit 1 application only.
- Organizations must show proof of at least 5 paid employees to be eligible for the grant.

# What does WoW! Fund Cover?

- 1 MOM Approved Work-Life Training
  - ✓ compulsory for Project leaders
  - ✓ optional for line managers, HR and/or affected staff
  - ✓ Project leaders encouraged to attend before project starts (not compulsory)
    - Successful applicants can list these training costs incurred before the project as part of the budget requested
    - Applicants bear the risk of incurring this cost if their application is subsequently rejected
  
- 2 Engaging MOM Approved Work-Life Consultant
  - ✓ Manage and advise work-life issues, NOT improving business operation or IT infrastructure.
  - ✓ Optional

# What does WoW! Fund cover?

- 3 Infrastructure that facilitate development of FWAs
  - ✓ E.g. remote access hardware/software, clocking infrastructure
  
- 4 Selected Employee Support Schemes, for e.g.
  - ✓ Personal Work-Life Effectiveness workplace programmes (PWLE)
  - ✓ Lactation, Daycare Room

# Personal Work-Life Effectiveness (PWLE) Programmes

- Conducted by 7 consultants approved by MCYS
- Designed to help employees stay effective at home and at work
- Equip employees with skills to manage multiple responsibilities and make informed work-life decisions
- Lower stress and burnout to help employees stay happy, engaged and productive
- Interested applicants: [www.family.gov.sg/pwle](http://www.family.gov.sg/pwle)

# Training Calendar

Upcoming courses available on MOM website “Calendar of Events” (shortcut: [www.mom.gov.sg/work-life](http://www.mom.gov.sg/work-life))

The screenshot shows the Ministry of Manpower website's "Calendar of Events" page. The page features a navigation menu with categories like Home, Services & Forms, and Workplace Relations and Standards. A sidebar on the left lists various topics under "Work-Life Harmony". The main content area includes a heading "Calendar of Events" and a table of upcoming events.

**Calendar of Events**

Date	Event
7 - 8 June 2007 (Thursday to Friday)	Implementing and Evaluating Work-Life Strategy
7 - 8 June 2007 (Thursday to Friday)	Implementing and Evaluating Work-Life Strategy
22 - 23 June 2007 (Friday to Saturday)	Implementing and Evaluating Work-Life Strategy
5 - 6 July 2007 (Thursday to Friday)	Implementing and Evaluating Work-Life Strategy
5 - 6 July 2007 (Thursday to Friday)	Implementing Work-Life Strategy

# WoW! Fund does NOT cover...

- Recurrent costs beyond project timeframe
- GST
- Projects that fit better with other programmes, e.g. wellness items (HPB)
- Projects that would be seen as frivolous or not prudent use of public funds, e.g. employee bonding sessions, Dinner & Dance



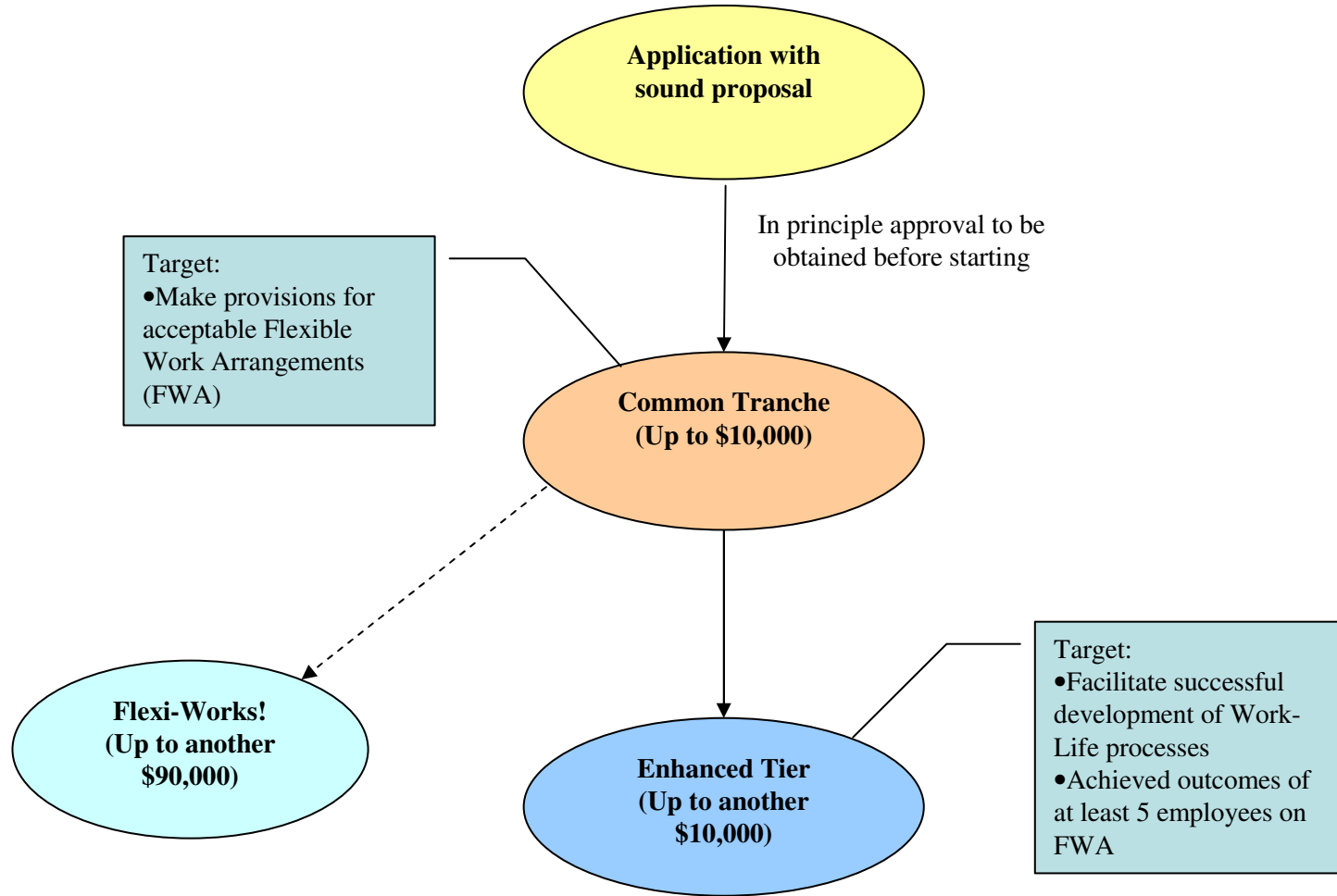
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# WoW! Fund Key Processes

## Application

- **Common Tranche**
- **Enhanced Tier**

# Flow diagram for a standard WoW! Fund Project



# Key Processes

## Application

- Submit sound proposal
- ✓ Get in principle approval

## Common Tranche

- Provision of FWA
- ✓ First reimbursement up to \$10,000

## Enhanced Tier

- Developed Work-Life Processes
- Achieved committed employees on FWA
- ✓ Additional reimbursement up to \$10,000

# Application for WoW! Fund

## Submit

- Completed Application Form
- Sound Work-Life Proposal

(available for download at [www.mom.gov.sg/work-life](http://www.mom.gov.sg/work-life))

The screenshot shows a web browser window displaying the MOM website. The address bar shows the URL: [http://www.mom.gov.sg/publish/etc/medialib/mom\\_library/Workplace\\_Standards/files3.Par.81713.Fil - \(mom\\_200206\)](http://www.mom.gov.sg/publish/etc/medialib/mom_library/Workplace_Standards/files3.Par.81713.Fil - (mom_200206)). The page title is "Work-Life Works! (WoW!) Fund Application". The form content is as follows:

**Work-Life Works! (WoW!) Fund Application**

1. This form will take about **15 minutes** to complete. All fields in this application are **compulsory**. Where information is not applicable, a "N.A." is necessary.

2. Each qualifying applicant will be supported for only **1 WoW! project** until the Fund is depleted.

3. Approval of application and quantum of funding is at the discretion of the Ministry of Manpower. Prior approval is required before commencement of project.

4. MOM reserves the right to audit successful applicants at any point in time during, and up to 2 years after completion of the project to ensure that the grant disbursed is used appropriately.

5. All necessary supporting documents must be submitted together with the application.

6. For fields with "\*", please delete accordingly.

7. The Ministry of Manpower reserves the right not to entertain unsuccessful applicants on details of their rejection.

**For Office Use:**  
Partner Stamp

Partner Consultant

Case ID

Case Officer

**1 PARTICULARS OF ORGANISATION**

**1a) Registered Name of Organisation (with RCB or ACRA):**

Below the text input field for 1a, there is a small box containing the text "Unknown Zone".

# Common Tranche

## for WoW! Fund and Flexi-Works!

- Objective: Facilitate provision of FWA in applicant companies
- 80% reimbursement of project costs up to \$10,000
- Each applicant can tap on common tranche once either under WoW! Fund or Flexi-Works!
- Subsequently tap on
  - ✓ WoW! Fund for additional \$10,000 in Enhanced Tier to develop Work-Life processes, and/or
  - ✓ Flexi-Works! for additional funding up to \$90,000 to employ economically inactive

# Common Tranche

## for WoW! Fund and Flexi-Works!

Key targets to receive first \$10,000

- a) Project leader attended Work-Life training
  
- b) Applicant made provisions for at least 2 out of 5 broad FWA categories in HR policy
  - 1) Part-Time Working
  - 2) Staggered Hours/Flexi-time
  - 3) Job Sharing
  - 4) Flexi-place/Telecommuting
  - 5) Alternative Work Schedule
  
- c) Communicated HR policy to staff

# Flexible Work Arrangements

## Part-Time Working

- Employees who work less than 35 hrs a week
  
- ✓ Include employees who work
  - half-days
  - only some days per week
  
- × Exclude
  - temporary employees
  - employees who work “on and off”
  - employees on short work week



# Flexible Work Arrangements

## Staggered Hours/ Flexi Time

### Staggered Hours

- Employees can vary start and finish times within prescribed limits
  - ✓ E.g. Start between 0730-0930; End corresponding 1630-1830

### Flexi-Time

- Employees can vary start and finish times as long as they work the total hours agreed for an accounting period
  - ✓ E.g. Work 44 hours a week with core times (must be working) 10am-3pm (Monday-Friday)

To qualify for funding, flexibility of at least 2 hour band must be allowed



# Flexible Work Arrangements

## Job Sharing

- Workload of a full time is split between two or more people in office
- Job-sharers work at different times such as part of the day/week, or alternate weeks
  - ✓ E.g. 8am-6pm job split into Employee A who work 8am-2pm, Employee B work 12pm-6pm
- Pay, holidays and other benefits usually divided in proportion to number of hours each work



# Flexible Work Arrangements

## Flexi-place/ Telecommuting

### Flexi-place

- employees perform work away from office with certain 'core' times or days in office

### Telecommuting

- variant of flexiplace where job is performed using infocomm technologies
  - ✓ E.g. Work from home once a week except Wednesday reserved for office meetings

To qualify for funding, flexibility to work away from office for at least 2 working days per month must be allowed



# Flexible Work Arrangements

## Alternative Work Schedules

- Shifts redesigned in innovative manners, e.g.
  - ✓ Compressed workweek
  - ✓ Split shifts
  - ✓ Move from five-and-a-half to five-day week

To qualify for funding, redesign of shift schedules must be significant and useful to employees



# Enhanced Tier

## for WoW! Fund

- Objective: Facilitate the development of Work-Life processes in applicant companies
  - ✓ For applicants willing & able to do more
- 80% reimbursement of project costs up to additional \$10,000
  - ✓ Inclusive of Common Tranche, total funding of \$20,000
- Applicants can undertake Enhanced Tier of WoW! Fund and Flexi-Works! concurrently

# Enhanced Tier

## for WoW! Fund

Key targets to receive additional \$10,000

a) Successful Work-Life Development

- ✓ Summary of Work-Life Programmes
  - Include items funded under WoW! Fund
  - Include items not funded but contributed to success of overall initiative
- ✓ Pre-Post Employee Needs Assessment
- ✓ Tracked key indicators for at least 3 months e.g. turnover, absenteeism

b) At least 5 employee declarations on FWA

# Sample Budget

Items	Project Cost (\$)	Claimable Cost (\$)	Details on how items support project
a) Server & Laptops	8,000	6,400	To support telecommuting
b) Biometric System	6,000	4,800	To manage a flexible schedule
c) Work life training cost (2 pax)	1,000	800	Compulsory: To have a basic understanding of Work-Life to understand the programmes
d) Consultancy	6,000	4,800	Consultant to advise and manage the project
e) Family Room	5,000	4,000	To have a comfortable holding area for children and family when staff need to deal with business exigencies
<b>Total Grant</b>		20,000 (cap)	

**Total Projected Cost = \$26,000**

**Total WoW! Fund grant = 80% x \$26,000**

**= \$20,000 (Cap from \$20,800)**

# Key Conditions I

- Prior approval required before incurring costs
- Project to be completed within 1 year
- Each organization is allowed 1 grant in its lifetime
- Appoint a Project Leader and a Work-Life Champion
  - Project Leader must complete MOM-approved Work-Life training course
  - Work-Life Champion from the senior management must be committed to the success of the project
- Submission of interim update at six months



# Key Conditions II

- All claims for reimbursement (including invoices and receipts) pertaining to the project must be submitted with the final report.
- Changes to budget should be approved by MOM
- MOM reserves right to audit applicants
- Participate in the Work-Life Excellence Award
- Willing to share experiences & best practices; targets of Work-Life research

## **NOTE:**

Reimbursement will **NOT** be made to companies who are unable to show proof of Work-Life intention/rationale.

# Approval/Rejection

- Generally will be approved
  - ✓ Sound Work-Life intention
  - ✓ Sufficient impact for industry & size
  - ✓ Prudent requests
  
- Key reasons for rejection
  - × Do not meet application criteria
  - × Work-Life intention not established
  - × Capacity to handle project in question
  - × Not prudent or feasible items





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# WoW! Fund

## Good Examples

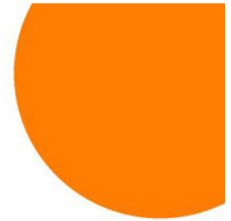
# Examples of WoW! Projects



- Tan Lim Motor Pte Ltd
  - SME in action
- National University Hospital
  - e-Rostering System
- Fei Yue Family Service Centre
  - Flexible Work Arrangement (FWA)
- JK Corporate Services Pte Ltd
  - Telecommuting
- Standard Chartered Bank
  - Lactation Rooms



# Tan Lim Motor



## Why is Tan Lim project successful?

❖ Although most of the employees cannot telecommute due to the operational nature of the company, a flexible work time schedule has been implemented, allowing employees to clock-in and out using a fingerprint time management system.

## Identified good Work-Life programs (\* funded by WoW!)

\*Telecommuting for managerial staff

\*Flexible Work Time Schedule

Employee Support Schemes such as a children's study room, the use of company cars on weekends, token childcare subsidy, banking services

## Benefits/KPIs

a) Employee Opinion Survey rating was 3.8 out of 5

b) Resignation rate reduced from 10.26% to 9.43%

c) Absenteeism rate has reduced from 2.1 to 2.07 man days

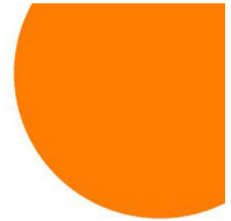
## Positive Anecdotal Quotes

*"The availability of the company car allows me to bring my family out on weekends or a public holiday which improves family life."*

*"I can make use of the study room facility if my daughter's student care centre is closed for occasions such as Teachers' Day etc."*



# National University Hospital



## Why is NUH project special?

❖NUH's e-Rostering system works like a CoE bidding system where nurses bid for time slots that are most important to them. This allow them to ensure that they are not scheduled on duty on time slots that are most critical, eg. dependant care, birthdays & anniversaries, studies

## Identified good Work-Life programs (\* funded by WoW!)

\*e-Rostering System

Extensive Employee Support Schemes

## Benefits/KPIs

a)Improved quality of shift rosters & timings

b)Reduction in time spent on unproductive communication work to roster-makers by 19%

c)Reduction in time spent on workforce-management activities by 71%, translating to manpower savings of 4.5 man-days per Nurse Manager or \$500,000 per year

d)85% of staff rated the new system to be moderately fair and above

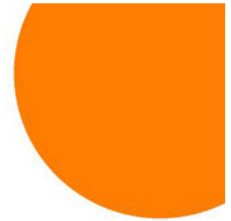
e)71% of staff rated it as effective and above

## Positive Anecdotal Quotes

*"Drastic time reduction in making requests"* - NUH staff



# Fei Yue Family Service Centre



## Why is Fei Yue project successful?

❖VWO & SME (with little funds) that introduced integrated WL programs

## Identified good Work-Life programs (\* funded by WoW!)

\*Telecommuting, Flexi-Time

\*Extensive WL Training

## Benefits/KPIs

a)Reduced turnover from 16% in 2004 to 12% in 2005

b)Transport expenses greatly reduced

c)Employee satisfaction improved from 4.1 in 2004 to 4.2 in 2005 (full score: 5)

d)Client's satisfaction on counseling services improved from 4.6 in Apr 2005 to 4.8 (full score: 5)

## Positive Anecdotal Quotes

*"Able to look after baby and work at the same time. Able to have more family time". - New mother. Fei Yue reported that mother reverse her decision to resign due to the flexibility provided.*

*"Able to save on traveling time. Can start work early in the morning, and continue working on tasks that require continuous planning without worrying about going home late." - Admin*



# JK Corporate Services Pte Ltd



## Why is JK Corporate project successful?

- ❖ Employee can work at locations away from office
- ❖ Employee can choose when they start and end work daily
- ❖ A SME example showcased by EA

## Identified good Work-Life programs (\* funded by WoW!)

\*Telecommuting (FWA)  
Flexi-Time, Part-Time, ESS

## Benefits/KPIs

- a) Employee satisfaction from 60% to 80%
- b) Labour productivity increased from \$37,600 to \$44,500
- c) Annual sales turnover increased from \$375,000 to \$460,000
- d) Reduction in medical claims by 50%
- e) Increase in staff retention by 50%

## Positive Anecdotal Quotes

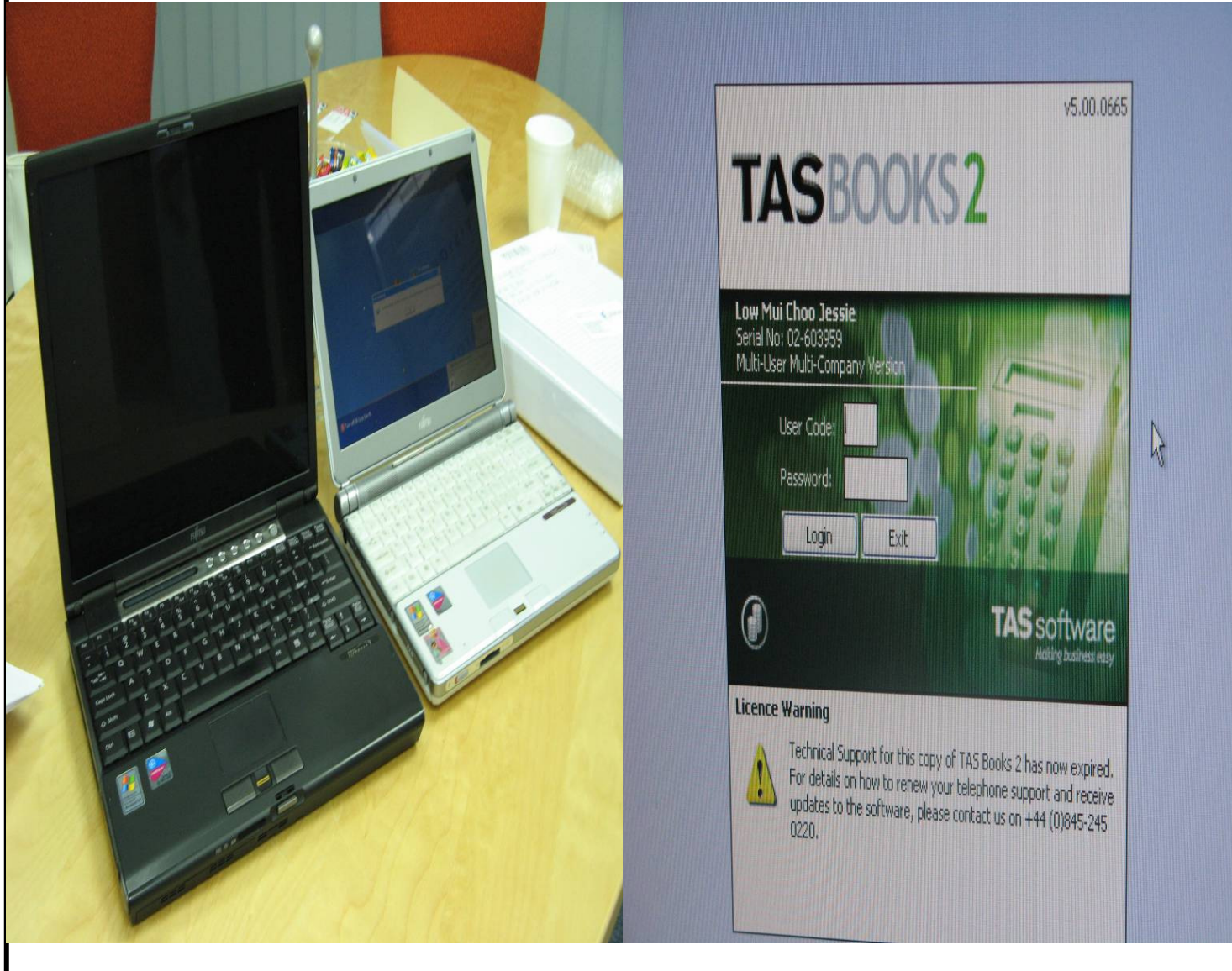
*"The implementation of family care leave has benefit me a lot as all my 3 children are still young, when one fall sick, the other 2 two will usually follow suit... with these extra leave days, I can now take care of them when they are sick. Moreover, with our remote system, I can also continue to work at home in the event that they are not well yet and I can take care of them."* - Ms Angela Koh, Business Development Executive



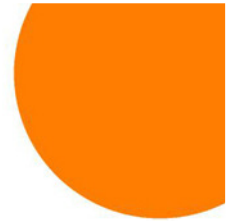


# JK Corporate Services Pte Ltd

## Telecommuting



# Standard Chartered Bank



## Why is StandChart project special?

❖The lactation room encourages mothers coming back from maternity leave to return back to work. There is good communication of the facility to pregnant mothers (via email notifications before they go on maternity leave) and ID passes are programmed for access to the room.

## Identified good Work-Life programs (\* funded by WoW!)

\*Lactation Room (located at 3 branches)

Certain staff telecommute on a regular basis

## Benefits/KPIs

a)Employee Opinion Survey rating for mothers who use the facility was 4.06 out of 5

b)Mothers with young babies are less likely to take childcare or urgent leave as breast milk boosts a child's immunity

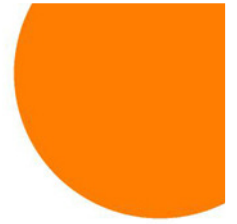
## Positive Anecdotal Quotes

*"The Bank has been most supportive during my pregnancy and after my baby came. This workplace facility takes the tension away for new mothers, who can get on with their work on their return from maternity leave and not worry about neglecting their baby's feeding needs."* – mother of 9-month old son



# Standard Chartered Bank

## Lactation Room



Please complete your feedback forms & hand it to our officer

Questions?

For enquiries, please email

[mom\\_worklife@mom.gov.sg](mailto:mom_worklife@mom.gov.sg)

Please also read up our website

(shortcut: [www.mom.gov.sg/work-life](http://www.mom.gov.sg/work-life))





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# Flexi-Works! Programme



# Flexi-Works! by NTUC

- Initiative by WDA and NTUC
- Objective: Encourage companies to hire new workers on part-time or FWA
- Scheme offers a grant of \$100,000 to support company's effort
- Flexi-works! Scheme to be extended to 31 March 2010



# Flexi-Works! by NTUC

- Funding will be disbursed in 2 tranches
  - ✓ Key targets to meet for 1<sup>st</sup> \$10,000:
    - Send HR staff for MOM approved Work-Life Training
    - Provide 2 out of 5 FWA in HR policies
    - Communicate policy to staff
  - ✓ Key targets to meet for additional funding up to \$90,000:
    - Recruit local workers aged 30 and above
    - Recruit local workers who have not been in workforce for at least the past 6 months
- Funding is based on number of workers recruited on part-time or flexible working arrangements and retained for at least 2 months multiplied by \$1,200



# Flexi-Works! by NTUC

For more information:

Website: <http://www.ntuc.org.sg/flexiworks/>

Tel: 6213 8573

Email: [ntucwc@ntuc.org](mailto:ntucwc@ntuc.org)

